

# **Exhibit F**



August 15, 2019

Jayshree V. Ullal  
President and CEO  
Arista Networks  
5453 Great America Parkway  
Santa Clara, CA 95045

Mark Taxay  
General Counsel  
Arista Networks  
5453 Great America Parkway  
Santa Clara, CA 95045

Re: Swarm Technology Licensing Opportunity

**FRE 408**

Dear Ms Ullal and Mr Taxay:

The purpose of this letter is to follow up on the letter of July 5, 2019 in which I offered a licensing opportunity under technology developed and patented by Swarm Technology. Swarm continues to believe that Arista Networks is a particularly attractive candidate for this opportunity as Swarm's technology closely relates to your EOS Zero-Touch Provisioning (ZTP).

As the previous letter noted, Swarm is seeking to license its patents to a number of hardware and software vendor on a non-exclusive basis. The most favorable licensing terms (e.g., royalties) will be available to the first licensee (or licensees). Mr. Alfonso Iñiguez (Swarm Technology CEO) and I would welcome an opportunity to discuss this licensing opportunity with you. Please contact me to let me know when you will meet with us.

Sincerely yours,

A handwritten signature in black ink, appearing to read "John A. Fisher".

John A. Fisher  
IP licensing Consultant

Cc: Alfonso Iñiguez